



**Statement by Carla Hayden  
Librarian of Congress**

**Before the Subcommittee on the  
Legislative Branch Committee on Appropriations  
U.S. House of Representatives  
Fiscal 2018 Budget Request**

**May 18, 2017**

Mister Chairman, Ranking Member Ryan, and Members of the Subcommittee:

Thank you for the opportunity to provide testimony in support of the fiscal 2018 budget request of the Library of Congress. This is my first budget request as Librarian of Congress and I look forward to working with you.

Just eight months into my tenure, I am inspired by the breadth and depth of the Library's collections and the expertise and commitment to public service of its staff. Today, the Library holds more than 164 million

items in all formats and languages and has the world's largest collections of legal materials, films, and sound recordings. Last year the Library welcomed nearly 1.8 million in-person visitors and there were 93 million visits to our web site. More than 414 thousand claims were registered by the U.S. Copyright Office. More than 10.5 million preservation actions on the collections were undertaken and the Library responded to over 1 million reference requests from the Congress, the public, and other federal agencies.

I would like to express my sincere gratitude for the support that this committee and indeed the entire Congress gives to the Library. In particular, I appreciate your support in the fiscal 2017 funding bill for several high-priority needs. As the Library continues to implement recommendations by the Government Accountability Office to strengthen our information technology infrastructure, a three-year migration of our data center to a new, safe and secure Tier III primary computing facility, away from Capitol Hill, is vital to IT modernization. Your support for protecting the Library against cyber security threats through two-factor authentication helps us address a shared priority. Improved security will better protect our IT network and resources, including the security and confidentiality of Congressional Research Service data.

I particularly appreciate the additional funds for Copyright Office modernization, one of my management priorities. I am grateful as well for your support for digital collections management staffing, new Law Library compact shelving, and additional funding for CRS.

I come before you today to discuss my funding requests for fiscal 2018 during a time of challenge and opportunity as we position the Library for the future. I envision the Library growing in reputation, becoming familiar to a great many more Americans as we make our extraordinary resources, collections and programs available online, enhancing opportunities for those who cannot come to see us in person. Our budget request reflects my most immediate priorities of expanding access to historical documents, serving the Congress, improving service in all mission areas and being good stewards of the national collection. As an example of increased access and better service, we are livestreaming Library programming to congressional districts to bring the Library's collections to people who cannot come to Washington, D.C.

In the months since I took office, to better support these priorities, we have taken positive steps to strengthen management and oversight within existing resources. In November, I addressed the need to maximize value from the Library's investment in technology by directing that all technology activities be centrally coordinated through the Office of the Chief Information Officer (OCIO) and approved by the Chief Information Officer, who now reports directly to me. IT centralization is well underway.

The Director of the Office of Strategic Planning and Performance Management also now reports directly to me to strengthen strategic, directional and operational planning, as well as performance assessment, internal controls, and the identification and mitigation of high-risk areas.

I am confident that these adjustments have put us on the right management path internally to position the Library for the future. Now, however, I ask for your assistance in helping us take the additional steps we need with an increase in funding for key initiatives.

The Library of Congress fiscal 2018 budget request is for approximately \$738 million, which represents a 7.8 percent increase over the Library's fiscal 2017 budget. Of this, 5.9 percent accounts for mandatory pay and price level increases (\$43.3 million). The balance of the increase represents critical investments in information technology for the Library, the Copyright Office, and the Congressional Research Service, as well as funding to acquire new workforce expertise in key areas.

The fiscal 2018 budget request advances the fiscal 2017 IT modernization progress with three critical modernization initiatives: enterprise investment in IT for the Library; Copyright IT modernization; and CRS systems modernization. First, the Library's Enterprise IT Modernization request will upgrade the underlying network infrastructure across the enterprise to state-of-the-industry standards. This effort will provide the infrastructure backbone to support the modernization of all business applications, including a modern Copyright registration system. Next, the Copyright IT modernization request will focus on its mission systems and seeks support requirements analysis for the next generation registration system as well as resources for maintaining the stability of Copyrights legacy systems. Finally, CRS is seeking a five-year investment in the Integrated Research and Information System (IRIS) to modernize mission-specific information systems that will reduce the time to research,

analyze, create, and deliver CRS products to Congress with increased security and confidentiality of congressional data.

A highly trained workforce with the unique skills and expertise to take the Library into the future is critical to meeting the needs of the Congress and the American people. We have an aging staff. For CRS in particular, bringing in junior analysts is important to strengthen capacity in high congressional demand areas such as defense policy, health and education policy, and the federal budget process. The junior analyst staffing model is an innovative, cost effective concept that allows CRS to be more nimble and flexible with staff by providing analysis on emerging issues, while reducing staff capacity in areas that are no longer in demand. It also provides the junior analysts with the opportunity to build expertise by working with top senior analysts.

The Library is also committed to a fully functional, well-staffed, and modern Copyright Office. Funding is also requested to establish a more robust Copyright registration staff as well as public information staff to address backlogs and improve the Copyright user experience. Enhanced public information staffing will improve the Copyright user experience and allow the Public Information Office to permanently expand hours of service to better serve the large copyright stakeholder community on the West Coast.

Storage space for our collections continues to be a high priority. Storage module 5 is on target for completion in calendar 2017, thanks to congressional support. Although not in the Library's budget request, the Architect of the Capitol is requesting \$45 million in its fiscal 2018 budget to

build a double preservation storage module 6, needed to keep up with the volume and preservation of the physical collections. The design for preservation storage module 6 was funded in 2016. As stewards of the precious collections stored at Ft. Meade, resources that belong to current and future generations, we are deeply grateful for this congressional support.

Another less obvious improvement to our infrastructure is restoration of our custodial services through an addition to base funding. Custodial services have degraded significantly since 2011 as the result of escalating costs. A return to 2011/2012 acceptable quality levels would address health and sanitation concerns, and also prevent erosion of the physical plant. All of this is important not only for the staff, but for visitors to the Library.

In closing, modernized IT, strengthened infrastructure, and funding for staff with unique skills and expertise are all critical elements in positioning the Library for the future. With your support, our service to the Congress and the American people promises to be the best it has ever been, as we reach millions of new users in the years to come.

Chairman Yoder, Ranking Member Ryan, and Members of the Subcommittee, the Library is both America's first federal cultural institution and part of the innovative infrastructure of America. I thank you again for supporting the Library of Congress and for your consideration of our fiscal 2018 request.

